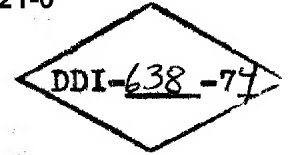


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5 March 1974

MEMORANDUM FOR: DDI Office Directors and Staff Chiefs

SUBJECT : Relationship Between Production
and Service Units in the DDI

1. In early January, MAGID submitted a memorandum to me on its examination of the relationship between DDI production and service units.

2. Discussions within MAGID and with a broad sampling of employees from all components in the DDI confirmed the need for improvement in the current user/service relationship. It was generally acknowledged that analysts made insufficient use of the support available to them. At the same time, production office personnel sometimes felt that the quality of the service product and the handling of administrative or procedural matters which are service specialties were inadequate or not sufficiently responsive. MAGID concluded that "all offices and staffs in the Intelligence Directorate must increasingly work together and share responsibility for the final intelligence product."

3. To ensure that the best possible relationship develops between production and service units, MAGID recommended that I stress that everyone's contribution to the product is important and that I remind production analysts and staff and service personnel of their responsibility to use and support each other. MAGID also recommended that there be more acknowledgment of substantial contributions by service units, that service units and staffs better advertise their wares, that supervisors attack

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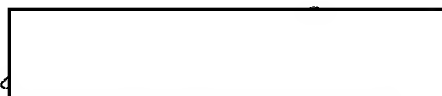
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the problem of stereotyped thinking about service personnel, and that attempts be made to dispel false assumptions about the relative standing, including grade structure, of DDI offices.

4. We discussed this matter at a Directorate Executive Council meeting last month. On the basis of this discussion and my own agreement with the basic thrust of the MAGID memorandum, I have decided that the following actions are to be taken:

- Office and Staff heads are to instruct division and branch chiefs in both production and service units to meet more often to discuss and solve the problems raised by the MAGID paper and to foster similar meetings at the analyst level.
- Production chiefs are to be more forthcoming in recognizing significant contributions by service units without this becoming a pro forma and meaningless exercise.
- The DDI Quarterly Schedules on Production and Research are to be given wider dissemination within service units so that with more awareness of the substantive concerns of the production offices they will have a better opportunity to offer help with scheduled projects.

5. I have resisted the tendency to adopt more bureaucratic solutions to foster closer production/service unit relationships. I do expect, however, that all levels of this organization will realize that these relationships are a vital factor in our work and that a conscious and sustained effort on the part of all is absolutely necessary.



EDWARD W. PROCTOR
Deputy Director for Intelligence

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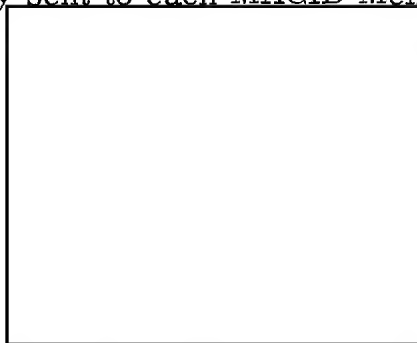
Subject: Relationship Between Production and
Service Units in the DDI

ADDI/PVWalsh/tb (4 March 1974)

Distribution:

Director/OBGI
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Director/IAS
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Director/CRS
Director/OPR
Chief/DDI Management Staff
Chief/DDI Executive Staff
Chief/IRS
Chairman/COMIREX
Chief/CIA Operations Center

Copy sent to each MAGID Member:



- 1 - DDI (File: DDI Production)
- (1) - DDI (File: MAGID)
- 1 - DDI Chrono
- 1 - ADDI Chrono

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FILE: MAGID

Copies handed out to Office Heads and Staff Chiefs at Executive Council on Tuesday, 5 March 1974.

Copies handed out to MAGID Members at a Working Luncheon on Wednesday, 6 March 1974 (see distribution).

The following message appeared on each buckslip:

I would like the attached memorandum, which discusses the MAGID paper on relationships between production and service units and my reactions to that paper, to be given wide distribution within your components.